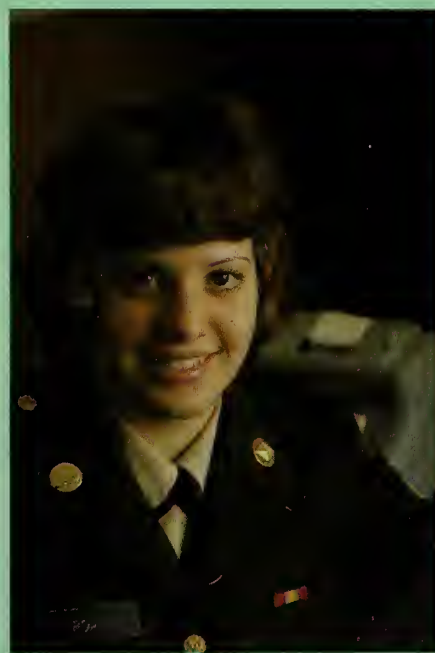
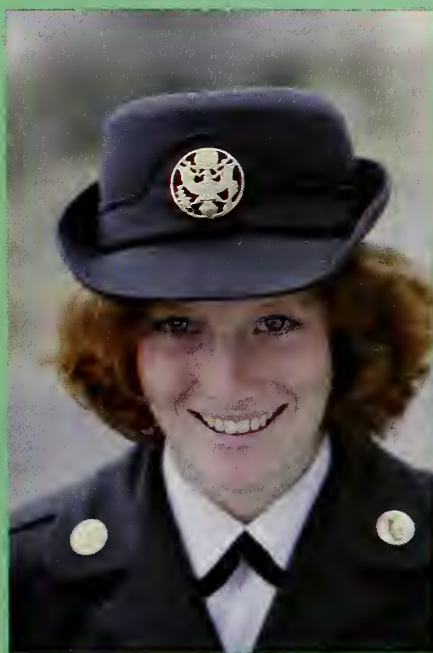
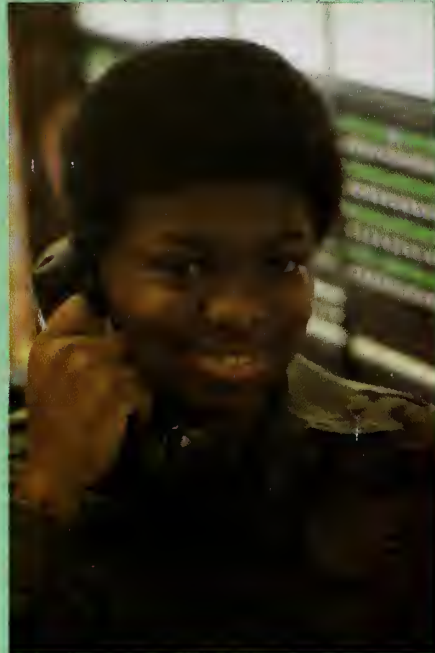
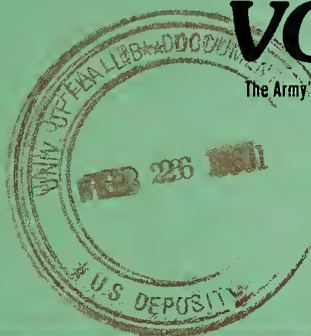


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all VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

FEBRUARY 1981





Promotion facts

In response to the article in the October 1980 issue, i.e., Promotion & Boards, by Linda Lee, she failed to highlight a very important fact.

When computing time-in-service for a servicemember who entered service under the provisions of the Stripes for Skills Program, this includes most bandsmen, the Basic Entry Service Date is used instead of the Basic Active Service Date. This allows servicemembers who were awarded E-4 upon completion of AIT to use a date 15 months prior to their date of rank (E-4) when computing the time-in-service portion of the promotion worksheet and servicemembers who were awarded E-5 can back date 24 months from their E-5 date of rank. This is in accordance with AR 600-200, 7-7b (4).

CW2 Robert O. Wahlund

Magazine needed

Recently I returned from Germany to be assigned to Ft. Eustis. Upon arrival at my new duty station I was assigned to the 1st Staff and Faculty Company and was the unit reenlistment NCO for approximately 443 enlisted soldiers. I had quite a job on my hands. After three weeks on the job and two unsatisfactory courtesy inspections I finally managed to get the three 1315 card boxes squared away. A week later, I took the unit through a surprise IG inspection satisfactorily, which showed me my efforts had paid off. Since I have no background in the job I must say that I am pleased with myself and will continue to serve everyone to the best of my ability.

While reading through AR 601-280 I stumbled across your magazine. Since this unit never had a reenlistment office, per se, I would like to get some help in getting this office started. A monthly copy of your magazine would be of great help. Is your magazine available to this level for support? Your help is greatly appreciated.

SSG Paul Hoover

More . . .

I am the reenlistment and retention manager for the 353rd Civil Affairs Command.

Periodically I receive a copy of all VOLUNTEER magazine, but only on a hit-and-miss basis. I find all VOLUNTEER to be very informative to my office and a very valuable tool for my job.

If it is possible, I would appreciate it, very much, if I could be put on your mailing list.

To receive a copy directly, on a timely basis, would be a tremendous asset to me and my command.

SFC James J. DeLuca

SFC De Luca and SSG Hoover have been placed on the mailing list.

Story wanted

"Total Army", the Active Army, Army Reserve and Army National Guard are the three components that make up the "Total Army".

ALL VOLUNTEER seems to be missing the boat at least as far as the National Guard is concerned. The articles about successful Guard recruiters are too few.

May I suggest a real National Guard recruiting success story? The story should be done on the Pennsylvania Army National Guard's full-time recruiting force, which has led the nation in net gains for more than two years.

The man at the top is MAJ William Woodman, recruiting and retention manager. Woodman is assisted by CW4 Arthur O'Neil and MSG John Lough. These men direct the successful recruiting and retention program from the Department of Military Affairs in Annville, PA.

I hope at some time in the near future all VOLUNTEER will have the time and space to do an article on these top notch "Minutemen".

Anson R. H. Fry Jr.

Unit Production Recruiter #45

Pennsylvania Army National Guard

Our suggestion to all recruiters (National Guard, Reserve and Active), is, if you have a story that is worth telling, contact your local public affairs or advertising and sales promotion office for a writer-editor, or write the article yourself and send it direct to the Editor, all VOLUNTEER.

CORRECTION

On page 7 of the December 1980 issue (Helping the stop-out stay in) a printer's error resulted in an incorrect figure. Towards the bottom of the second column the error appears in boldface type. The \$14,000 should read \$1,400.

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all **VOLUNTEER**

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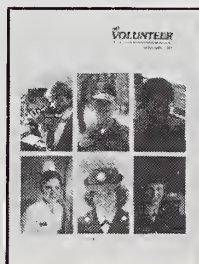
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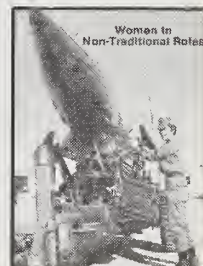
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A few of the many military occupational specialties filled by women in the Army are reflected in the faces on the cover. Women performing in the "non-traditional" skills are exemplified by Private First Class Angelika Clemens (back cover) who prepares to lower the stabilizing legs of a towed Lance missile launcher, photographed by SP5 Ray Rowden of the Redstone Arsenal, AL, Public Affairs Office.



This WO man's Army

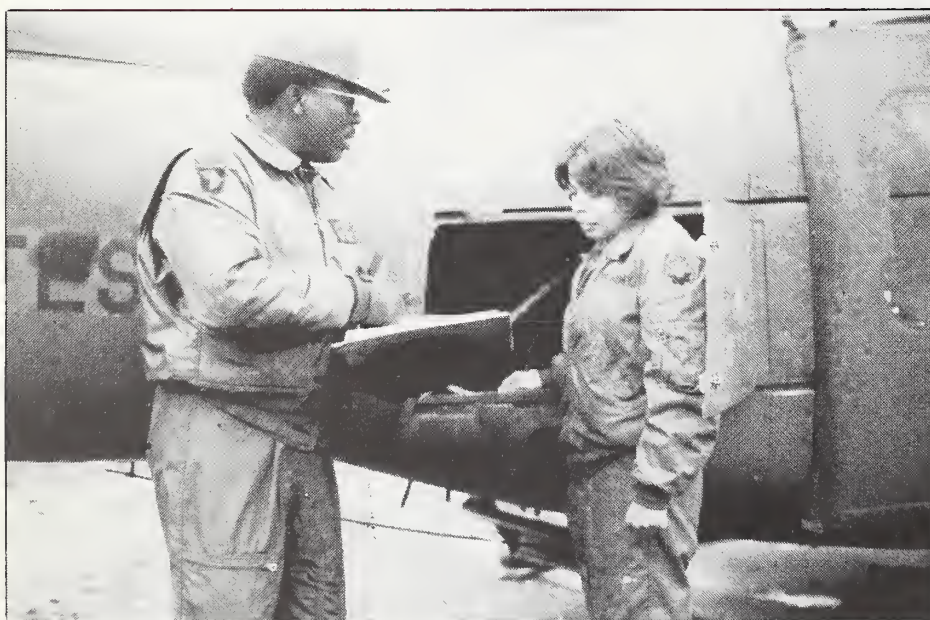
by SSG Dave Pankey
Portland DRC

It's happening everywhere in the Army, worldwide, and it happens all the time: The UH-1 "Huey" flares and hovers inches above the ground, and from the surrounding tree line, an infantry fire team from the 9th Infantry Division at Ft. Lewis runs out to board the ship. The last of the heavily laden "grunts" reaches up to grab a hand hold, but instead takes the hand of the crew chief and is yanked aboard as the Huey pulls pitch out of the maneuver and heads back to the main post. The field problem is over.

The fire team relaxes, pushing their helmets back, stretching their legs, as the aircraft gains altitude and speed for the flight back. The "grunt" turns to thank the crew chief for the helping hand. The crew-chief makes the "thumbs-up" sign and grins, then returns to watching the countryside below and listening carefully to each of the little noises that make up the one big noise of Hueys. It's the crew-chief's responsibility to keep the chopper air-worthy. At that moment, at any moment, the lives of all on board depend on the crew-chief.

Stuttgart, West Germany is built where several valleys join. The city spreads from surrounding hillsides down into the floor of the old city itself. It snows in almost all of Germany but it is cold in Stuttgart like it is cold nowhere else in the world. The roads leading in and out get snow-packed and become treacherous. Riding down the hill into town on cobble, slick streets, chains crunching, is an M-151 jeep with a peculiar blue light and a sign that means what it says, Military Police. The two figures inside sit stiffly, holding their bodies under tension caused by the cold, the roads, and the fact they are MPs, but also because of the bleeding German civilian moaning in the back seat.

The MPs found and rescued him at



SP4 Millet makes last minute check. (Photo by Gary Stauffer)

considerable risk from a single car accident a few kilometers back. He is dazed, needs help. One of the MPs talks to him in elementary German, trying to keep the man calm while his partner tries to pick a way across the ice towards the hospital.

Few things in the Army are as overpowering as massed field artillery. When artillery is deployed, each of the guns in each of the batteries, the 155s and the 8-inch especially, are parallel, that is more or less pointing the same way. As the batteries are made ready to fire, the activity is overwhelming. The laying of the big guns themselves; preparing charges and laying wire, putting out aiming stakes and getting "Freddy FADAC" ready to go; waiting for the command "Fire Mission" to come down; a thousand small activities necessary for mission accomplishment. In massed artillery, all of this effort, is dependent on "TABs" or Target Acquisition Batteries. The TABs are what makes the difference between life and death in tactical situations. The TABs are the eyes of the artillery.

Scenes, not even unusual scenes from today's Army. What is different, however, at first glance is this:

The crew chief from Ft. Lewis is a woman.

One of MPs in Stuttgart is a woman.

The TAB is commanded by a woman. In fact, part of her battery is staffed by women (it is tempting to say part of the battery is manned by women but the mind rebels at the wording). What is important here is not the wording, however, or even the fact there are women in the Army, there have been women in the Army, after all, as long as anybody who is now on active duty. Women were generally found behind typewriters or chowlines or maybe wearing starched whites and stamping forms at the end of a shot line.

Those days are done, a thing of the

past. The Army began to recognize the significance that young women of this day and age could make to a modern Army in the mid-1970s. The number of Career Management Fields that could accept female assignments blossomed, and so did the number of women coming into the Army. But here is the vital difference, the young women coming in today, a large part of our quality market in fact, are not joining for traditional skills. A recent enlistee at the Portland AFEES put it this way, "I could have stayed home if I'd wanted to be a cook. I learned some office skills in high school but I want something different for myself. I want something that will challenge me, something I can be really good at."

So many job categories are now open to women, that thinking in terms of "traditional" and "non-traditional" is outmoded. A Senior Guidance Counselor at Western Region quipped, "There may be a few real old recruiters out there that don't prospect for females and when one comes in they only offer them 'cookin' or clerk-in'." "There may be a few but I doubt if they're successful."

In today's recruiting environment, one that demands quality accessions from a market that will have increasingly fewer male prospects, the logical alternative is to turn to the quality female market.

In the early 70s the list of MOS open to women was small, now it's the early 80s and the list of MOS not open to women is even smaller. Only 21 or 22 out of the hundreds of jobs the Army offers are not open to women . .

It is characteristic of today's female applicant to want challenge and excitement, to choose options that allow for expansion of career choices after the Army or to choose the training and assignment that will provide a solid foundation for a successful Army career.



MP SGT Barbara Hymas and her dog "Rex". (Photo by Gary Stauffer)

Looking for Specialist Goodwrench

by SSG Dave Pankey
Portland DRC

In preparation for this article, I went to the 9th Infantry, "the Old Reliables," at Ft. Lewis. I picked the 9th because of its proximity, however it could have been the 7th or the 4th or even the 82nd Airborne, it would have made no difference, for I discovered that women soldiers are everywhere.

It had been almost ten years since I had been around an infantry division, and I had never had any professional involvement with the 9th. I recognized their patch and that was about it. What I found was completely different than what I expected.

The women I talked to were simply fantastic. I did not feel restrained by the itinerary set up by the 9th's Public Affairs Officer. I talked to female soldiers in uniform wherever I found them; at landing zones, in bowling alleys and snack bars, in the halls of headquarters buildings or in commo vans at the motor pool.

The interviews started as they always do by me asking questions and

getting at first, short answers until the mutual nervousness wears off and the pattern begins unfolding. All the soldiers had a quiet confidence that was apparent throughout the interviews. It was as if each of these women had proven herself, taken a risk and betted herself for it. One female soldier in fatigues at the Ft. Lewis snack bar re-set my thinking for me. I asked her what her MOS was, and she replied that she was a 91C, a medic. When I told her I was interviewing women soldiers of a more "non-traditional" nature she pointed out, "Non-traditional, you think being a medic in the field is traditional?" She then gave me the disdainful glance a field soldier gives a "more-to-the-rear-please" type like myself.

I was impressed everywhere I went. SP4 Cheryl Millet of the 9th AVN when asked what her MOS was she said, "67N2F. I knew that a 67N2 was a crew chief on a "Huey" but I didn't know what "F" meant. I found out rather rapidly however when she said, "The F stands for fly and that means I fly where my aircraft goes . . .

that's what the F means." I knew after our conversation that I had again struck the vein of professionalism that existed in every female soldier I talked to.

"Why are you doing what you do," I asked Millet. She told me a story that would become familiar to me after a few more interviews at Ft. Lewis. "When I was a little girl, I always knew I was going to try something different, something exciting. And I wanted to fly, to be around aviation, as I grew up, I found the Army could give me that so here I am." Millet spends her time, between the air, the flight line and school books.

"Someday I'd like to go to Warrant Officer Flight Training, that's my goal," she paused for a moment and then went on, "I know I'll make it too. And I'll be a good pilot because I know the aircraft inside and out."

"With me, it was only to get the training I wanted, and it took me some time to get it, but I got it," said SGT Barbara Hymas a 95BP7 the 95B of course is military police. The additional skill qualifier, P7 identifies a

trained patrol/narcotics dog handler. Hymas is well trained. She went through the MP program and has done a tour with the 3rd Infantry Division in Europe. She's also been through two dog handler courses with her dog Rex.

"I'm aware of my responsibilities. It's what I enlisted for. I don't like to hear things like 'no openings for females.' It makes me start thinking. If I really want something I'll do whatever it takes to get it. I've worked, trained, and studied to become the best dog handler the Army has. I also want to be the best sergeant and the best MP and I like the fact in the Army I can be that and still be a woman.

The more time I spent around these women soldiers the more I noticed my own thinking changing. I remember suddenly becoming aware of something I had overlooked; and that was the amount of peril, the amount of danger often involved in soldiering. At any moment while on duty SP4 Millet, SGT Hymas and thousands of other women on active duty are fulfilling missions that call for them to risk their lives in service to others. Millet, with the responsibility for her Huey, and the lives of those on board, Hymas with her responsibility to service and community as a law enforcement officer, armed and ready to respond to any emergency, countless others doing jobs that for years have been exclusively male-dominated because of the inherent risk. All of these women routinely doing things above and beyond the normal routine.

I was not the only one who was impressed. Every supervisor I talked to, at all levels of command, had essentially the same things to say about their women soldiers, "They are great." SSG Enrique Nesbeth-Porter of the 9th Aviation Battalion was unstinting in his praise of female soldiers.

"I think women soldiers feel they

have to be better, that they have to do more. Because they are working in an area that for years has been male-oriented," said Porter. "When I first started flying with women I was admittedly nervous, but now I have no doubts about the flying abilities of any of the women assigned here. They are professional crew chiefs, professional aviators, and I respect them." Uniformly these were the attitudes I encountered. I realized increasingly that attitudes like "traditional" and "non-

traditional" existed only in the minds of people who didn't know any better. The woman in the field is doing a job that a few years ago would have been out of the question. She is not so concerned with being a woman as she is concerned with being a good soldier. These soldiers don't acknowledge restraints simply because they are women, and the recruiting force needs to be aware of these sentiments in order to fill the openings with quality soldiers . . . quality female soldiers.



SP4 Cheryl Millet, left, performs routine maintenance on her "Huey". SGT Barb Hymas, below, and her patrol dog Rex nab a would be criminal. (Photos by Gary Stauffer)





Women in “Non-Traditional” skills: The Army’s view

*Story by Jane A. Morse
A&SP, NERRC*

The ever-changing demands of national security and the role of women in society are causing the Army to evaluate and reevaluate the place of women in the military.

The number of women in the Army has steadily increased 13.5 percent between 1972 and 1979. With the difficulties in obtaining enough qualified males for the all-volunteer force, the Army has taken a new look at women in nontraditional job classifications.

Present Army policies exclude women in 22 occupational specialties. Women are excluded from any infantry, armor, cannon field artillery, combat engineer, and low altitude air defense artillery units of battalion, squadron or smaller size regardless of the occupational specialty. Army policy prohibits assigning women soldiers to units where they would routinely participate in close combat while performing regular duties.

Prior to 1978 even more occupational specialties had been closed to women, but since then, Congress redefined the term "combat", thus opening more Army jobs to women.

An Army personnel letter dated December 1979 grouped those jobs open to women into categories considered traditional, less traditional, and nontraditional.

In FY 79, nearly 41 percent of all enlisted women in the Army were working in traditionally female job areas; that is, administrative and medical fields.

For the same year, 25 percent of Army enlisted women were in less traditional job categories. The Army categorized less traditional jobs to include supply, recruitment and retention, public affairs and audio-visual, food service, law enforcement, and military intelligence.

Nontraditionally female job categories included 22 specialties such as general engineer, transportation, and aviation maintenance, 34 percent of the women held jobs in this category.

There are several considerations that work against using more women in jobs considered nontraditional for women. One is the difference in size

and strength between men and women. Certain military occupations require heavy lifting and other demanding physical tasks that may make it impractical to use some women.

On Army aptitude tests, women consistently score lower as a group than men in the areas of electronics, general mechanics, and motor mechanics. Some people argue that this difference is due to educational and cultural backgrounds rather than inborn differences in aptitude.

Army statistics show that retention rates for women in nontraditional skills are lower than for women in traditionally female occupations.

The question facing the Army is this: How much effort should be expended in training women for nontraditionally female occupations?

Before answering the question, it must be remembered that women throughout the Army have complained of the Army's failure to use them in their primary MOS. Army women complain of treatment by male soldiers in a stereotyped manner, and of sexual and verbal harassment. Perhaps these negative aspects of life in the military for women become intensified when the women work in nontraditionally female occupations.

On the other side of the coin, there have been a few indications that might encourage women in the military. One is education. Studies have shown that the higher the level of education, the less likely the individual will become a disciplinary problem in military life.

Many more female recruits are high school graduates than men. In 1978, 75 percent of all male recruits for all the services had high school diplomas; 91 percent of the female recruits had high school diplomas.

However, the Army has since lowered its entrance standards for women. This occurred when only 72 percent of the female recruitment objective was met for the period October 1978 to March 1979. Since October 1, 1979, criteria for enlistment eligibility have been the same for women as for men.

There are those who argue that the very presence of large numbers of women will impair the morale and efficiency of the men in the armed forces. To date, there is little evidence to support this allegation.

However, in 1976 the Army conducted tests to determine the effect of female participation in company-sized units. Field exercises were conducted with units containing as high as 35 percent women. The Department of Defense reported that the tests "showed no degradation in unit performance as a result of female content."

Women have better records for attendance at their jobs than men. Pregnancy is the major cause for lost time for women in the services. About 8 percent of all service women become pregnant each year. What this means in terms of overall effectiveness has not yet been determined. However, one study conducted by the Department of Defense using a sample group over a 6-month period showed men having a higher overall rate of lost time than women. Alcohol abuse and unauthorized absences (AWOL) gave the men the higher scores for absenteeism.

There was a time when the very presence of women in the military was considered "nontraditional." But today the lines that divide traditional from nontraditional roles for women keep shifting.

Although there have been several experiments proposed to track the effectiveness of women in nontraditional roles in the military, the final outcome most likely will be dictated by women themselves. How far and how hard will they push to make a "man's world" a woman's world, too?

NOTE: Statistical figures for this article were obtained from Army Personnel Letter, No. 12-79, December 1979 and *Women in the Armed Services*, Issue Brief Number IB79045, updated February 11, 1980, produced by the Library of Congress Congressional Research Service Major Issues System.



Women in “Non-Traditional” skills: A personal view

**Story and photos
by Jane A. Morse
A&SP, NERRC**

When Christine Gronau graduated high school five years ago, she was in a quandary: She had no immediate plans, she had no special job skills, and, she was unsure of her capabilities.

What's a girl to do?

For Gronau the answer was to join the Army, and today she finds herself

in the elitist group of what the Army calls “women in nontraditional skills.”

Now a sergeant, Gronau is a Pershing Electronics Repairer (21L) at Redstone Arsenal, AL. Gronau visited the Baltimore-Washington DRC recently for a promotional tour which included giving interviews at area newspapers, radio and TV stations.

Gronau's pitch revolved around her motto: “Never underestimate the

power of a woman.” Gronau is living proof of that maxim.

Gronau didn't set out to break any new ground for women. ‘I'd originally wanted to be with the military police and work with the canine corps,’ says Gronau. “But like lots of women, I found that the more popular and the more traditional fields for women in the Army were filled.”

So she found herself learning to

Sergeant Christine Gronau talks with a local TV talk show host during her media tour.



become a Teletypewriter Repairer (31J), a combat support job that relies heavily on mechanical and electronic skills — skills that she put to work during her tour in Germany.

"I was only the second woman in that battalion to work as a teletypewriter repairer," says Gronau, "and at first it was hard. The male NCOs wouldn't believe a woman could do the job."

Luckily, the team chief of operating equipment was a woman, and she took Gronau under her wing. Together they helped convince their male colleagues that women could do the job at least as well as the men — maybe even better.

In Germany, Gronau met her husband, and together they decided that the next step for personal advancement and promotion was to reenlist for the Pershing Electronics Repairer school. The Gronaus completed the 35-week-long courses last March. Graduation presented new questions: Should they go to Germany to work in the skill field, or remain in the states as instructors?

Neither wanted another overseas tour; and neither felt it fair to students to work as instructors without first having attained hands-on experience. Their compromise was to work as platoon sergeants at the school.

Gronau isn't letting her skills get rusty, however. By tutoring students, she is becoming familiar with the Nike and Hawk missile systems. And she is near completion on her studies for a Missile Munitions Technician Degree at Calhoun Community College, AL.

Gronau both gives and receives inspiration and incentive from her female charges at the school. "Most of the girls have been raised with the traditional ideas about what women can do," says Gronau, "and they come into the Army afraid that they can't do a 'man's job.' But when they get through the school successfully, they realize that, 'Hey, I'm not so dumb!' " And that realization, says Gronau, goes a long way to give the women confidence and a new look at what they can accomplish.

Gronau has her standard answer to the standard question, "Are you a women's libber?" "I don't burn my bras!" is her reply. But she does have some strong opinions about a woman's place. She thinks women should be drafted, and that there is lots of room in the Army for women in the nontraditionally female skill fields. She's undecided about the question of women in combat. But she feels strongly that parenthood and soldiering don't mix.

"It doesn't matter if it's a man or a woman, but single parents can't effectively do their Army jobs when they're worrying about a child," says Gronau.

But her ties to the Army are strong, too. A military brat, Gronau feels that her soldiering experience has been crucial to her developing maturity and confidence. "The Army has helped me to grow," she says, "and has taught me to make decisions."

At 23, Gronau has come a long, long way.



Sergeant Gronau also did many radio interviews reaching many people who may have thought about the role of women in the Army.



Seeing is believing for ANC prospects

ANC Branch, HQ USAREC

Historically, nurse recruiters have taken prospects to Army hospitals to close the sale. Seeing is believing and an on-site visit to an Army Medical Center or community hospital located on a large Army post such as Ft. Ord, provided the first hand exposure to Army nursing often necessary to successfully recruit a qualified nurse.

This use of AMEDD facilities by recruiters has become increasingly important as the demand for nurses by the civilian health care sector continues to exceed the available supply. The nurse or graduating senior is in the position of being able to pick and choose from an increasing number of potential employers.

The emphasis placed on recruiting by the Chief of the Army Nurse Corps (ANC) has facilitated access to Army hospitals by the nurse recruiting field force. Advance planning and coordination with the hospital chief nurse is necessary to insure that the individual or group of prospects is well received and has a positive exposure to Army nursing.

Once the initial arrangements are made by the recruiters with the chief nurse of the hospital to be toured, a point of contact is provided who will arrange the itinerary. Student nurses usually will tour a variety of clinical areas. Working RNs may concentrate on areas that correspond to their nursing specialty such as pediatrics or obstetrics.

Most tour itineraries include specific areas of the post as well as the hospital. The PX, Commissary, housing, training, and recreational areas are usually part of the package, to insure that the prospect receives a balanced impression of Army life.

This first exposure to the standards of nursing practice, the AMEDD organizational structure, and Army community, can and does convert leads into accessions.

The use of Army hospitals as tour sites for prospects was and is a successful tool in the nurse recruiters' sales kit. However, the shrinking student market and excellent civilian employment options for nurses necessitated that USAREC plan additional strategies to insure successful nurse recruiting.

Based on the knowledge that a successfully recruited nurse often was favorably influenced in the decision to join the Army after contact with Army nurses in hospital settings, the Nurse Hometown Recruiter Assistance Program (NHRAP) was conceived.

Not only would we bring the prospect to his or her peer in an Army hospital, we would now bring the military nurse to the community or college campus. If this sounds suspiciously like the Hometown Recruiter Aide Program (HRAP), it's because that's what it was modeled on. Why reinvent the wheel?

Midwest Region provided the seed that was to sprout into Nurse HRAP. The region was already brining CPT Judy Terry, a nurse educator from Ft. Sam Houston, to assist with ANC recruiting activities.

Her expertise as a specialist in the care of the burn patient was exceptionally well-received by the civilian nurse community. Terry presented seminars and education programs that were sufficiently impressive to earn continuing education credits for participants from the State Nurses Association.

In February 1980, US Army Health Services Command approved the NHRAP concept, and USAREC formally got in the "rent-a-nurse" business. When the nurse field force at one of the regions has a nursing career day scheduled at a college or specialty convention, they research the records to determine if there have been recent accessions to the ANC from that school or community. If so, a request is forwarded to Health Services Command to permit TDY of the officer from his or her hospital back to the hometown or school to assist with nurse recruiting.

The gaining region contacts the officer and provides the itinerary and orientation. He or she is not expected to become an instant recruiter or expert on the Army Medical Department. The purpose of NHRAP is to provide a role model and act as a positive influence to the civilian nurses attending the conference or career day. The "rent-a-nurse" shares his or her experiences since joining the ANC and usable leads are provided to the recruiters.

The leads generated by NHRAP led to expansion of the program concept to include nurses selected to assist in recruiting based primarily on their credentials in a clinical specialty. Professional specialty conventions and continuing education programs for nurses were added to the list of appropriate sites for using the services of these Army nurses.

Successful nurse recruiting in FY 81 will continue to be based upon standard recruiting concepts and practices. The field force will also continue to make use of Health Services Command facilities and personnel to help close the sale.



"I liked what I heard about the Army and when I added everything up, I decided that it was the career I wanted. After 11 months in uniform, I'm positive I made the right choice. I'd recommend an Army career to anyone."

That's the message a 23-year-old, South Pittsburg, TN, native stationed at Ft. Riley had for her audience during television, radio and newspaper interviews in Nashville.

Private First Class Delia (pronounced Della) Currington of the 12th Chemical Company at Ft. Riley was selected by USAREC and N.W. Ayer to represent the service on a brief "media tour" which included interviews in both Nashville and Montgomery.

After reporting in to the Nashville District Recruiting Command, the five-foot, one-inch Currington was briefed by LTC Joseph Newsome DRC Commander.

First stop after the briefing was an interview by Edith Pendleton, a reporter for the Nashville Banner, the capitol city's afternoon daily newspaper.

Sergeant Delia Currington from Ft. Riley talked to many members of the press during her recent media tour of the Nashville DRC. Currington got the message across to DRC area residents that there's a place for women in today's Army.

The interview set the tone for Currington and gave her an idea of the questions she would be asked in subsequent interviews.

"The reporter was very nice," said Currington. "She wanted to know what it was like to be a woman in the Army, why I had joined, what problems I had in uniform and what the Army could possibly offer me and other women.

"She admitted before the interview, that the only things she'd heard about the Army were stories and that she hadn't had any real contact.

"After the interview she told me that many of her misconceptions about the Army had been cleared up."

After the hour-long session with the newspaper reporters, Currington was off for an appearance on WSM-TV's **"Teddy Bart's Noon Show"**, a talk-variety show performed before a live audience.

"I wasn't nervous at all," said Currington. "That surprised me because I thought I'd be really scared. He'd ask a question and I'd answer it as best I could. Pretty soon I didn't even notice the audience after a while."

"I was nervous back at Ft. Riley," she said. "I'd never done interviews before and I was told a week before I left that I was going.

"Now I'm glad that I did it," she continued. "In fact, I'd love to do it again. I had fun, I learned a lot about the press and I hope they learned a lot about the Army."

After the noon show, Currington was interviewed on WSM radio.

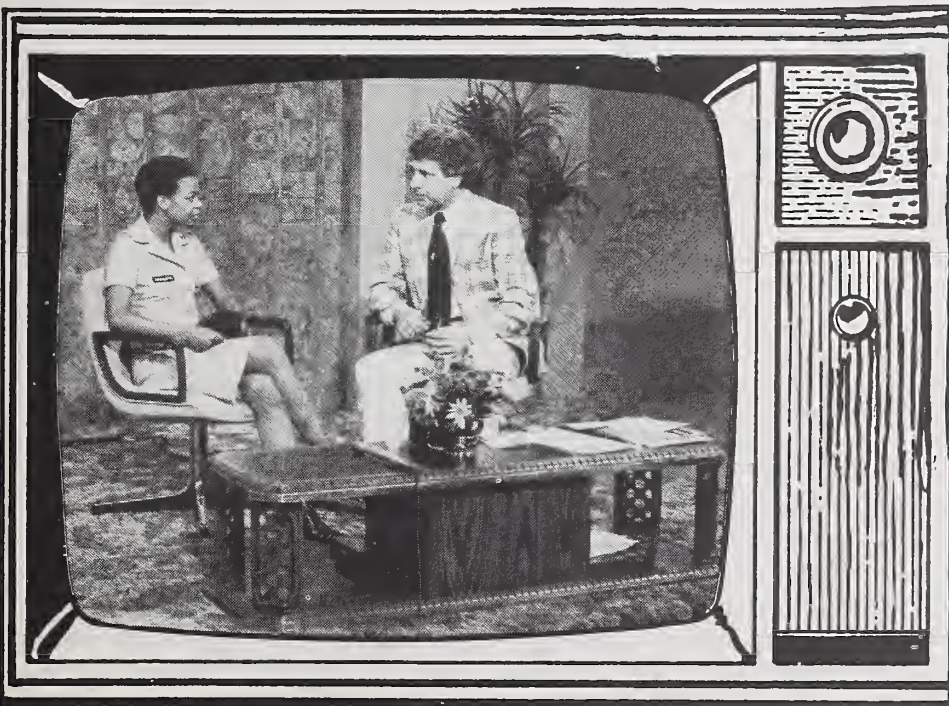
The following day, Currington was whisked to WTVF-TV for an early morning broadcast.

"By the time we got to that interview I was completely at ease," she said. "That show was probably the best because the reporter (Brenda Blackman) game me a list of questions in advance and we went over my responses together. Brenda admitted that she knew very little about the Army and thought that some answers needed to be made clearer so the audience would understand better."

When Currington boarded her flight to Montgomery she had developed a whole new perspective about the project.

From soldier to radio and TV star

*Story and photo by
SFC Rick Hayeland
Nashville DRC*



Female CSM has human answers

SGM Esther J. Roberts (Robbie), USAREC-IG, was recently selected for CSM.

all VOLUNTEER: How long have you been in the Army?

SGM Roberts: 22 years.

all VOLUNTEER: Why the Army instead of one of the other services?

SGM Roberts: Mostly because of the recruiter. When I was a senior in high school the Army recruiter came in and gave a high school talk. He told us about all the jobs that were available if you were qualified. After the talk I was real enthused about the idea of picking some of the jobs he talked about. All my friends were giving me a hard way to go about it, implying the recruiter had lied. I had a hard time believing that the Army would leave a recruiter in the community who would tell high school kids lies. Also this guy was kind of a John Wayne looking type with a chest full of medals, tall, good looking and I just didn't think he looked like the type of guy who would feed you a line just to get you to join.

all VOLUNTEER: So you joined the Army straight out of high school?

SGM Roberts: No, I first went to work at a small finance company and everyday I had to walk past the recruiting station to get to work. I worked my way up at the finance company from secretary to assistant manager. All the people in my little home town of Marietta, GA, were always telling me how good I was doing and then one day I found out that one of the guys who was working for me was making more than I was. When I approached the boss I was told he, (the other employee) made more because he was married and had to support his family.

all VOLUNTEER: Which is what prompted you to join the Army?

SGM Roberts: In a way. I stopped by the recruiting station and the same recruiter that had done the high school presentation was there. When I walked in he stood up and offered me his hand, asked me to sit down. I didn't want to do that, I kept telling him, "I

just stopped in to pick up some information." I did ask him however, if all those jobs that he talked about were still open and if I could get one of them. He said I could, "if I qualified." When he said, "if I qualified," I was really shocked. I never realized that you had to qualify for the Army. I think that was probably the thing that eventually sold me. The idea of qualifying for a job was intriguing to me. At that time it took two weeks after you'd tested to find out if you'd qualified.

all VOLUNTEER: How long did you keep up your enthusiasm once you got to basic training?

SGM Roberts: My enthusiasm got even more intense as basic went along. My recruiter told me the way he thought things were for women in the Army and every time he'd show me something about the Army he'd preface it with "that's the way I think it is," or "this is what other women I've put in the Army have told me, if its not exactly like this please come and tell me when you get back so at least I can inform the next girl correctly." When I got to basic instead of saying to myself "that recruiter lied to me", I said, "That poor recruiter, no one ever told him that this is like this and that is like that."

all VOLUNTEER: When your CSM becomes official what type of unit would you like to be assigned to.

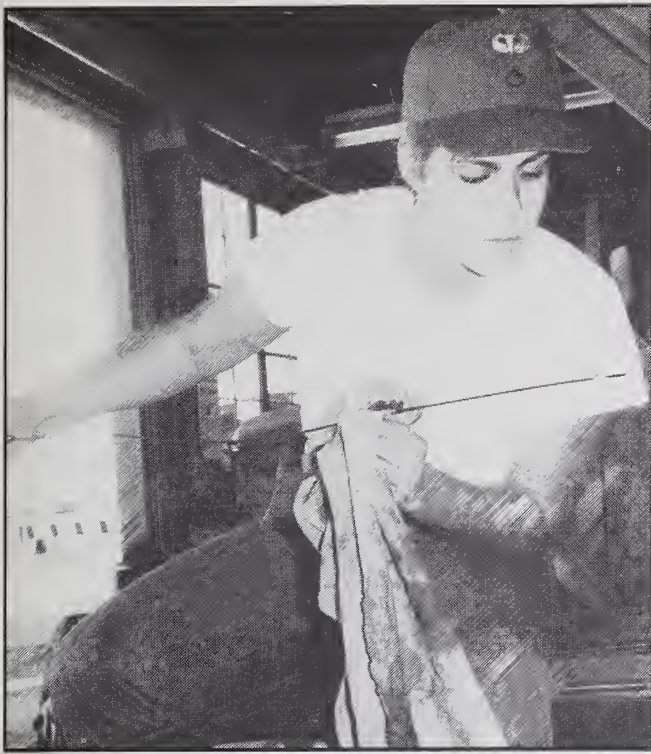
SGM Roberts: I think I would like to be a battalion CSM at a training center. After 22 years, I still have a lot of enthusiasm and I think I can pass some of that on. Someday those young soldiers are going to be taking my place and I would rather think they'd been trained by me than some of the others I've seen. I would like to see the people I train become motivated and teach self-motivation.

all VOLUNTEER: And how do you plan to teach self-motivation?

SGM Roberts: Self-motivation is taught through making a person feel important. You make a person feel important by showing him what the total picture is. I'll go to a little bit of an extreme to show you what I mean. Let's say you're a doctor. Now you might be one of the best surgeons around, but, if the cleaning people haven't cleaned up the operating room correctly, your patient could contract an infection or something like that and die. Every soldier has to understand there are certain tasks they must perform that may be boring or mundane but if it's not done, then the whole system will break down. If every soldier is shown how important his part of the mission is I don't think you'd ever have a single major problem with any soldier. I also believe it's the job of an NCO to insure this is done. A soldier must further be shown that if he performs well he'll be rewarded, be it promotion, medals, or letters of appreciation, positive re-inforcement is the single best way to motivate.

all VOLUNTEER: If you could do things differently than other CSM's that you've seen what would you change?

SGM Roberts: I see the CSM position as one that should instill enthusiasm and confidence in the NCOs. I feel that a CSM should be involved on a first hand basis with the day-to-day operations of the unit. I think too often a CSM becomes insulated from the things people consider "too trivial" to bother them with, but if they'd known about the problem all along sometimes they could have prevented a serious incident. I feel very strongly that a lot of serious problems would be solved by explaining things to the individual soldier, to make him feel like an important part of the team. We've got to stress mission each and every day.



Just one look

Private Datzman of the 40th Signal Battalion's motorpool checks the oil in one of the trucks. Datzman's job is to take care of records, dispatches and inspection sheets, but all members of the pool are required to know basic maintenance of the various vehicles used by the Army. (Photo by Bill English)

Ft. Huachuca PAO

A soldier who has flown high, rigged parachutes and jumped out of aircraft has landed in the Ft. Huachuca 40th Signal Battalion's motor pool.

What's so hot about that? There's nothing new about a soldier having a secondary in a combat specialty. Well, this soldier is a woman, a young woman who earned her wings last year at Ft. Benning, and the parachutes that she rigged were used on several of her jumps.

What motivated this gutsy airborne type to learn such a dangerous job? According to PVT Jane Datzman, it was because everyone in basic told her that she couldn't do the airborne bit. "So," she added, "I decided to prove that I could."

Datzman, who hails from La Porte, IN, entered the service in July 1979. She explained that she felt she needed the discipline. As a recent high school graduate, she said that she had no set plans for the future or any real goals.

Now she says that she feels as if she accomplishes something every day on

her job at the motor pool and, "wonder of wonders," now she even looks forward to coming to work each morning. Datzman said the Army has completely reversed her old school days' "wish I could stay in bed all day" attitude.

She took her basic at Ft. McClellan, and then was assigned to the 42nd Company at the Airborne School, Ft. Benning. Datzman described each procedure of jump training from the rolling falls and tower jumps to the big week when the trainees actually leap from a high flying aircraft.

Datzman said, "I told everyone, 'I'm not scared,' and I wasn't until the green light went on and I had to do a walk out from a plane. "For a second I froze, then I just moved out and after that I was too busy guiding the lines and trying to hit the target area, to be scared."

Her first jump was a success and she moved on to more difficult feats, such as a combat drop from 2,000 feet with a full pack, to night jumps in a

swampy area.

Graduation day started with a class drop from a C-130 onto a target field but the highlight of the ceremony was when the instructors did a special jump using a hat as target zone. When they landed, they pulled the students wings from little boxes hidden in their bloused trousers and presented them to the graduates.

With that specialty tucked away, Datzman then went to Ft. Dix where she learned how to repair motors and keep supply records, dispatch and inspection sheets, which tie in with the job she has here.

She said that she loved her job but is looking forward to getting a transfer to Alaska because they have an airborne unit there. She explained that she is willing to use her airborne qualifications but doesn't expect to have to in the near future. "But," she said, "I'm glad that I had the chance to learn the airborne skills and to prove that I could do it."





THIRTY-FIVE HIGH SCHOOL SENIORS, two counselors, one superintendent, and three recruiters from the St. Louis DRC's Cape Girardeau recruiting station visited Ft. Campbell recently. The three recruiters were station commander **Sergeant First Class Jerry Ferrell**, who arranged the tour, and **Sergeants Larry Dillon and Mike Evans**.

While the St. Louis DRC's A&SP shop sets up frequent tours to Ft. Leonard Wood, SFC Ferrell arranged the Ft. Campbell tour in order to show the group Army life at the



Soldiers from the 101st Airborne Division demonstrate their rappelling skills for the St. Louis DRC's tour group.

home of the 101st Airborne Division. "This is an elite unit," he notes. "The soldiers at Ft. Campbell are a good reflection on the Army."

The group's tour included a visit to the post's museum, lunch at a mess hall, and a visit to a training field. At the training site, soldiers demonstrated rappelling from helicopters. The group was shown a filmstrip that depicted the tough training required to join the 101st Airborne Division. At the end of the tour, the group visited the Ft. Campbell snack bar for refreshments.

"The tour gave us nine solid leads," relates SFC Ferrell. "I predict that we'll get five enlistments from it."
(Chris Phillips, St. Louis DRC)

LET'S PLAY ARMY. That's just what 175 central Iowa high school seniors and Delayed Entry Program enlistees did over a recent weekend. Under the supervision of **Captain Craig Peddicord**, the Des Moines DRC sponsored the activities held at Camp Dodge.



Learning to rappel was one of the many things learned by a field trip to Camp Dodge.

The purpose of the weekend agenda was to let the group receive a first-hand look at the Army without obligation. Events included rappelling from a 40-foot tower, drill and ceremony instruction, a look at a working maintenance bay and a close-up look at some of the Army's big guns.

The participants weren't limited to men as 45 females represented 25 percent of the total number attending. All present had good things to say about their experiences

and generally described their feelings with such words as "different" and "neat". **Peggy Connor**, a Des Moines DEPer said, "I like it and feel like this weekend will give me a good idea of what to expect when I go on active duty later this year."

Rick Watts, a senior at Newton High School, told us Army opportunities caught his attention and offered more fields to choose from than any of the other services. He said, "I think I can gain some valuable and worthwhile experience while I'm in the Army as well as take advantage of college courses part time once I'm at a permanent duty station." **Lisa Gross**, a senior at Adel DeSota High School was a guest for the two-day affair and she thinks she got a good taste of "what the Army is really like" and is considering a truck driving career in the Army after graduation.

There was more to the days' activities than an 8 to 4 workday. After the evening meal at an Army mess hall, training films were shown, then a question and answer session was held by Peddicord. The group had many mature and thought provoking questions to ask during this period and displayed enthusiasm trying to find out about the Army and the current US defense posture. The end of the day finally came about 9 o'clock as squad formations were held outside the recreation hall and everyone marched back to the billeting area. Sleeping accommodations were arranged in the barracks at Camp Dodge.

Area media were on hand, represented by KCCI and WHO television stations, and KRNT/KRNQ-FM radio, all of Des Moines. The activities and events taking place were aired by the stations Saturday night and Sunday morning. The interest during the weekend at Camp Dodge makes "Soldier for a Day" a regular part of the recruiting program at the Des Moines DRC. (Gene Allen, Des Moines DRC)

IT WAS "CASEY AT THE BAT" for Detroit baseball fans but the hometown Tigers pulled the game out of the fire with two outs and two strikes in the bottom of the ninth, presenting the attendants of the Detroit DRC's, "Army Night" with a 5 to 4 victory over the Chicago White Sox.

As a function supported through the TAIR program, the Detroit DRC "Army Night" was an excellent example of cooperative effort toward publicizing the Army. Elements of the Detroit DRC, the Army Tank Automotive Readiness Command (TARCOM) from Warren, MI, the Army Band from Ft. Myer, and the Army Reserve 2nd Battalion, 70th Division in Pontiac, MI, were all orchestrated through the DRC's A&SP Division.

The "Army Night" involvement consisted of pregame activities. As the stadium announcer welcomed the Army and the words, "Welcome U.S. Army Recruiters," were flashed on the giant scoreboard, the USAR Color Guard took position beneath the flag pole. The Color Guard, snapped to attention as **Staff Sergeant Elizabeth Lyra Ross** was escorted to the infilled microphone by a stadium official.

The choice of Sergeant Ross as guest soloist for the "Army Night" was based, not only upon her singing abilities and musical training, but also on the fact that she is a native of Detroit and enlisted through the Detroit DRC.



Sergeant Ross sings the national anthem.

Ross sings with the Chamber Singers, a select group of fifteen Army Band vocalists who perform all styles of music. During off-duty time she also performs professionally with several Washington, DC area opera companies as well as at a restaurant which features opera and Broadway music entertainment.

The Detroit DRC was proud to have one of Detroit's own present to lead the ten thousand-plus crowd in the national anthem. (Anthony Semanik, Detroit DRC)



Staff Sergeant Walter Hutchinson uses his resources to get some advertising from a local semi-pro ball field.

"BEING A PART of the community and developing a rapport with the students in Greeley, CO, is the key to my success." That's the feeling of **Staff Sergeant Walter Hutchinson** who has proven this through a special effort he made by arranging advertising at a local baseball field. Greeley has a Legion A high school, college (fall and spring team), and a semi-pro team that plays baseball at the University of Northern Colorado ball field almost year around. (March through November). Walt had the UNC personnel paint a sign designed by the Denver DRC A&SP shop and it is displayed on the fence at the ball field. This particular sign is painted on a black background so that it stands out among all the other signs posted there and is displayed in the center of all the other signs. Approximately 300-500 students see the sign at each game according to the catcher **Gerry Groninger**, short stop **Doug Banning**, and 2nd & 3rd baseman and outfielder **Tom Pillar**, who are all members of the UNC teams and the semi-pro team.

Thanks to efforts such as this the Army is receiving more and more publicity and advertising from larger organizations, colleges, and business everyday along with their full support. (Denver DRC)

HE WENT FROM THE BASKETBALL COURTS to the Army. To receive honorable mention for the All Atlantic Coast Conference (ACC) Basketball Team is no accom-

plishment to take lightly, especially in an area that is known as "basketball land." **Private Anthony "Tony" Warren**, who came out of the DEP on Sept. 9, received just that.

Warren, a 6'4" starter for North Carolina State University in Raleigh for four years, averaged double figures during his basketball career. He enlisted for three years and will work as a Material Supply Specialist, that is if the Army Sports Clinics don't grab him first. (Mary Jane Griffin, Raleigh DRC)

THE OLD "LIKE FATHER, LIKE SON" cliché proved true one more time recently when 17-year-old **Jack Dunn Jr.** joined the Army.

Young Dunn is the son of **Major and Mrs. Jack L. Dunn Sr.**, executive officer of the Salt Lake City District Recruiting Command, with headquarters at nearby Ft. Douglas. It was also the elder Dunn who swore in young Jack.

"I learned a lot about the Army from dad," said Dunn Jr., "but the final decision to join was entirely mine. I really feel it's my duty to serve. I'm looking forward to the travel and adventure the Army offers," he said. (Ray Graham, Salt Lake City DRC)

FAST HANDS would be a way to describe **Sergeant First Class Johnny Wayne Taylor**. His lightening quick speed helped him to get his first degree black belt karate as well as play professional baseball at an early age.

"The Army was teaching everyone hand-to-hand combat in 1966 when I enlisted," explained Taylor, I had a very strict platoon sergeant at my unit so the discipline helped me in the martial arts."

While stationed in Korea, Taylor was on the 2nd Infantry Division's Tae Kwon Do team, traveling to other posts in Korea to spar with other GIs.

Of the three matches I participated in I won one, was disqualified in one, and my opponent and I were both disqualified in the other," said Taylor. "The rules were very strict. A hit above the shoulders disqualifies you. For safety we didn't fight full contact in the service."

The order of the belt colors depends on the style you learn according to Taylor.

"White is always first and black the highest," explained Taylor. "After white usually comes yellow,

green or blue, brown and then black."

Taylor's hobby has helped him to meet many young

people thereby increasing his effectiveness as a recruiter.
(Debbie Moser, Oklahoma City DRC)

BAND AID from Ft. Leonard Wood and Ft. Benjamin Harrison helped the St. Louis DRC when their post bands performed at DRC high schools recently before a total of about five thousand students. Ft. Leonard Wood's eight-man show band "Sound Express" played for Ferguson, Granite City, Belleville and Ballwin Recruiting Station high schools, while students served by the Decatur Recruiting Station heard Ft. Benjamin Harrison's 37-man 74th Army Band.

The "Sound Express", which is managed by **Sergeant Major Ralph Nelson** and led by musicians **Sergeant Steve Smith** and **Specialist 5 Dennis Benjamin**, per-

formed a mixture of popular music including rock, fifties and top-40 tunes. They played to all-school assemblies in gymnasiums packed with enthusiastic students. Their performances at Granite City South High School and at Cahokia High School generated front-page stories in the local community newspapers.

The Ft. Benjamin Harrison band mixed popular music with more formal military compositions. They performed at six schools in the Decatur area, mostly to all-school assemblies. The 74th Army band is led by **Warrant Officer 4 Russell McConnell** and **Master Sergeant Herbert Lee**. (Chris Phillips, St. Louis DRC)

The "Sound Express" from Ft. Leonard Wood helped the St. Louis DRC gain a lot of publicity in the all important high school market.





Leadership: A selling tool

CSM Robert E. Hill
HQs, USAREC

Fiscal year 1981 brought with it new goals and challenges to be met. One of which will task our ever awakening moments . . . the high school graduate. Our tasking in numbers equals 100,000 High School graduates; 80,000 males, 20,000 females. That's the mission from the Department of the Army. A big order? Yes. Can it be accomplished? Yes. Now the secret to the accomplishment of this mission is leadership.

Leadership is an art which might be described as a skill of performance, acquired and developed in varying degrees by anyone properly motivated and possessing the necessary mental, moral and physical capabilities.

To accomplish our mission in FY 81 we must have wise and efficient leaders at all levels; from the stations up. As a unit we must discover potential leaders and begin training our future leaders to fill the leadership positions when the present leaders advance to greater responsibilities or fail to deliver.

To find the qualities of good leadership; study the lives of our great leaders. What did they have that caused mankind to follow them?

They possessed a wholesome attitude towards the time-honored ideas of right and wrong. They were interested in the vital problems of their days.

They were willing to shoulder responsibility, not for the glory that it might bring them, but for the good of the cause they served.

They had courage, willpower, energy, enthusiasm and self-confidence. They gave their devotion and a lifetime of service to such causes.

Are not such attributes worthy of careful considerations? Of course they are. Study the special talents of others and delegate work to them. Delegate authority, don't try to do everything yourself. Don't seek glory for what you do. A good leader stays in the background much of the time. The wise leader capitalizes on the

strengths and talents of others. Praise them when the job is done right. Offer constructive criticism when it's wrong. Always stand by your soldiers and your unit when they are being unjustly attacked. A wishy-washy leader cannot win and hold the support and confidence of his followers. Develop within yourself the characteristics which deserve that support and confidence. Use sound judgement, be open-minded free from prejudice. Be sincere and honest, and keep a level head in trying situations.

A smart leader will not reject the ideas of others. He will substitute alternatives. A smart leader will always admit his mistake, understanding that the very best leaders make mistakes, but learn from them. A strong, smart and wise leader will never wilt under discouragement they will always stand up under pressure, criticism, jealousy and even persecution.

Certainly success and leadership come with their responsibilities and obligations. It's easy to be ambitious but hard to bear the burden leadership and success entail. A real leader must be creative and encourage creativity when it would be easier to carry on with the old oft-time inefficient status quo. He must recognize his own assets and liabilities.

He must dare to be unpopular when necessary, even when he yearns for approval. He must realize that not always will recognition or satisfaction be forthcoming. . . it often takes time. He must withstand stress and at all times have that magic capacity that makes people want to work for him even when they are under no obligation to do so.

We can also say that leadership is the art of inspiring others to follow and do greater things than they would do if left to themselves. It involves efficiency in organization, execution and discipline.

That's leadership. It takes a positive mental attitude. But it will guarantee the successful accomplishment of our mission.



Survey needs steadfast soldiers for study success

by Rueben Isaak
USAREC, Resource Management

How much does it cost?

That is the big question that the Army Vice Chief of Staff, GEN John W. Vessey Jr. asked the US Army Audit Agency. How much does it cost to recruit an Active Army or Army Reserve member? This question has been asked many times before, but nobody seems to come up with a reliable answer. The Army Audit Agency is conducting a study in which selected on-production recruiters have been asked to complete daily activity reports on how they spend their time.

In order to come up with some sound, reliable data, some of you on-production recruiters, both Active and Reserve, are presently participating in what we hope will be a successful survey. At the time of this publication, the survey is about at its half way point and results are too new to be analyzed or to determine if the survey will give us the desired results and conclusions.

A vital part of the study is to determine cost differences from recruiting the various categories of enlistees. This is where you, the selected on-production recruiter, are playing an important part. There are about 600 cooperating on-production recruiters taking the time and effort to provide these statistics for the benefit of the whole command. All participants were selected at random by USAAA.

Due to technical difficulties, the initial survey, covering the period Oct. 1 through Dec. 31 1980, was terminated on Nov. 28, 1980. In the initial survey, we ran into problems such as selected recruiters not getting

the forms or instructions because of wrong addresses, selected recruiters not on-production, and the survey being coordinated directly with the recruiter. The chain of command was not aware of who was participating or responding to the survey until some time after it had started.

Consequently, the DRC and RRC did not get into the act until responses were considered less than favorable. We hope to overcome these errors during this present survey, covering the period Jan. 1 through Mar. 31, 1981.

Future financial and personnel resources for the recruiting command will be influenced by the present survey. As indicated before, the survey appears to be coming along fine. Your continued cooperation is requested and appreciated. It's you few selected on-production recruiters who could make all the difference in what the Recruiting Command's financial and personnel resources will look like in the next few years.

The US Army Audit Agency is giv-

ing USAREC a weekly update on the degree of participation and quality of input received from the survey. We at HQ USAREC are in turn feeding this information through the chain of command to keep you abreast on the survey.

If you have not had any feedback, contact your station commander, area commander, or DRC point of contact and find out how you're standing. If you should run out of survey forms, envelopes, or whatever, don't stop, contact your next chain of command supervisor and let him know what your problems are or what items you need. The survey is only part of the Army Audit Agency study. However, we feel the information you are providing is essential and will have the most effect on the outcome of the study.

The USAAA sample of participating on-production recruiters was selected on a statistically random basis, and includes recruiters from all 57 DRC. The initial selection breakout is below.

Who is participating?

REGION	RESERVE CIVILIAN	RESERVE MILITARY	ACTIVE MILITARY	TOTAL
NERRC	25	81	87	193
SERRC	10	47	52	109
SWRRC	15	27	51	93
MWRRC	19	51	91	161
WRRC	12	30	40	82
TOTAL	81	236	321	638
NOTE: Initial 12 Dec 80 selection. Some participants have since been omitted for legitimate reasons.				



The Columbus DRC got a lot of mileage out of the recent pre-basic training outing. The DEPers enjoyed live fire demonstrations as well as Army chow. Having a local TV station cover th event was the perfect final touch.



On target recruiting

*Story and photos
by P.J. Roberts
Columbus DRC*

Crack! Crack! Crack! The sound of gunshots pierced the crisp air of the Zanesville, OH, autumn countryside.

These were not hunters that shattered the stillness that sunny Saturday morning, but 10 young people in the Zanesville Recruiting Station's Delayed Entry Program firing M-16 rifles for their first time. The eight young men and two women had enlisted for training in jobs ranging from administration to special forces, and this was their introduction to some of the elements of basic training.

Sergeant First Class George Goff, Zanesville station commander, had originally asked the 342nd Military Police Company in Zanesville if he might use their indoor range to introduce his station's DEPers to the M-16.

The reserve unit went him one better. They said they were going to use the outdoor range for the annual training requirement and suggested that he and his DEPers come out there.

By the time all the planning was done, the reserve had even offered to serve the DEPers lunch in the field.

All the plans finalized, Goff contacted WHIZ-TV and the Zanesville newspaper, the Times Recorder, for coverage. Though the Times Recorder could not cover it, they did loan him a camera and said they would contact him later for details.

Early Saturday morning found all the DEPers who said they would attend anxiously waiting in the Zanesville Recruiting Station.

Zanesville recruiter SSG Harold Kennedy started the day by instruct-

ing the DEPers in facing maneuvers.

The next 30 minutes were a combination of serious questions and inane comments about military customs and protocol. A couple of the DEPers were still trying to figure out left and right face, while the recruiters, dispensed such good-to-know information as, " 'Sarge' is not in the dictionary," and "If you ever have any doubt about when to salute — salute!"

At the range, Goff coordinated the day's schedule with company commander CPT Steven Wainright and 1SG Tom White, while the DEPers received a briefing on the history and handling of the M-16 rifle.

WHIZ-TV arrived and filmed the group's M-16 instruction. They also interviewed DEPer Larry Vickers, a senior at Tri-Valley High School, who had enlisted for Special Forces.

Vickers' responses were very positive, and when asked about the Army's Delayed Entry Program, he replied, "The Army's Delayed Entry Program is a real good program. If you wait for it (the job you want), you get it."

WHIZ-TV reporter Anna Woven said she was pleased with what she had learned about both the active Army and Army Reserve and that the film footage would be aired on that evening's 11 o'clock news.

When it came time to actually fire the weapons, earplugs were distributed to everyone, and each DEPer was assigned a coach who provided individual assistance and instruction.

The firing over, they were then introduced to another fact of basic training, policing the brass. Many

moans and groans were heard, but they all pitched in and the spent shell casings were picked up in no time.


By noon, everyone was starved but when the field mess unit arrived, men in Army uniforms seemed to come from nowhere, lining up for the food. The DEPers and recruiters patiently took their place in line with the reservists and were fed when it came their turn.

Lunch over and thank you's extended to the Reserve company, everyone again climbed into the Army vehicles for the trip back to the station.

Once back in the station, Goff turned the fun session back into business.

He announced that WHIZ-TV would be airing the film on the 11 p.m. news that evening and suggested that everyone call their friends to tell them to be sure to watch. He then asked, "How many of you have a referral ready?" And then he suggested, "Talk to your friends in school because most of them are making up their minds right now on what they're going to do."

He also encouraged them to talk to their friends now, "so that they will also have a chance to get two referrals." And Kennedy interjected saying, "It's money in your pocket," alluding to advanced promotion based on their referrals.

The day at the rifle range has the recruiters and the DEPers closer, the DEPers now feeling more a part of the Army. The recruiters and the DEPers will keep in frequent contact with each other, the DEPers now realizing that it's for real, it's to their advantage, and it's their Army. 

Unit Discussion Leaders key to DRC EO program

by CPT Robert R. Paz
HQ USAREC, EEO

The late 1960's were a period of social unrest in this country. The fight for human rights and equality was accentuated by numerous riots, church and school burnings, the taking of lives and loss of property. It was a time of confusion, of disbelief of what was taking place, but most of all it was a rude awakening to a situation which had been suppressed for hundreds of years.

The tense racial climate of the country did not confine itself to the civilian community — there were violent military racial demonstrations at the Marine base at Camp Lejeune, riots at the Army post of Ft. Dix, and racial disturbances on board the aircraft carrier Kitty Hawk.

At almost every military installation across the country soldiers, sailors, airmen and marines were embroiled in the racial tension which had consumed the rest of the country. As a result of this turmoil within the ranks, the Secretary of Defense impaneled an Inter-Service Task Force which was to review education in race relations of all the services.

The findings of the task force were

presented in the 1970 Theus Report which recommended the establishment of a Defense Race Relations Institute. The Institute was established as DRRI in June 1971 and officially renamed the Defense Equal Opportunity Management Institute (EOMI) on July 27, 1979, as a joint service agency of the Department of Defense.

The first Race Relations/Equal Opportunity specialists were trained at EOMI located on Patrick Air Force Base Florida — at that time the course was only 7 weeks long. The early instruction focused on societal rather than on military problems. Emphasis was placed on personal discrimination and confrontation.

From 1974 to 1976, the course was changed to a two-phase 10 week program which coupled personal awareness and sensitivity (Phase I) with "real world" military environment training (Phase II) in which the graduates would have to operate.

Currently, the course is 16 weeks long and teaches the students the fundamentals of personal and institutional discrimination, ethnic group cultures and values, group dynamics and interpersonal communication, curriculum design and evaluation methods, Army and DOD Equal Opportunity policies and regulations and many organizational development skills.

Once the EO specialist gets to an EO assignment, his or her primary duty is to help the commander increase mission effectiveness by assessing the organization to insure that access and mobility in the organization are based on ability rather than race, religion, color, sex, age or national origin — in the EO business we call them the "Big Six."

The USAREC EO office is charged with this mission. The headquarters EO staff receives climate assessment information from each of the five region EO staffs which consist of an office and an NCO.

In USAREC the UDL is found at DRC level. Usually, an officer and an NCO are appointed UDLs and it is their responsibility to advise and assist the commander in equal opportunity activities and to establish guide-

lines for implementation of the EO program.

The UDL is a proven soldier, has good instructor potential and possess sound leadership traits. For these reasons the DRC commander will usually interview all UDL candidates before they are sent to a Unit Discussion Leader Course (UDLC) for training.

The USAREC UDLC is a highly intensified 48-hour block of instruction. Students learn the basics of the Army EO program and receive instruction on EO complaint procedures, facilitator techniques, group dynamics, communication theory, values, personal and institutional discrimination and sexism.

A 15-20 minute student presentation on an Equal Opportunity topic is like a final exam given on the last day of instruction and requires the students to do some independent research.

Once the UDL has received his or her certificate of completion from the USAREC chief of staff at the graduation exercise then he or she is prepared to go back to the DRC and help the commander go about the very important business of Equal Opportunity.

The Army Equal Opportunity program has come a long way from the early days of hard line, ram-it-down-their-throats EO to a more non-threatening, assistance oriented approach. Although the methods may have changed, the focus is still the same. Prejudice and discrimination are still alive and well. The racial tension and riots which occurred in the late 60's were the product of anger and resentment toward the blatant inequality and discrimination which plagued the country.

Equal Opportunists have their work cut out for them. The discrimination which many face today is not so blatant; it is more subtle, more covert, more sophisticated, involves male and female relations — it is still there.

The ultimate challenge for the EO specialist, and indeed for each soldier, is to find this enemy and banish it forever. For this we will have to work together if we are going to have a good, strong Army team.

Take me back to Tulsa

**Story and Photos by
Debbie Moser
Oklahoma City DRC**

One hundred twenty-seven Ft. Sill soldiers ran in the recent Tulsa Fun Run. All but six of these runners ran in formation, three abreast, shouting cadence.

The other six were in the race to win.

About six of the faster soldiers were "turned loose like rabbits," said COL James W. Wurman, the commander and coach of the Army's first group entry in this annual race.

"Much of the American public doesn't have a lot of confidence in our armed forces," said Wurman. "We'll show them we have a lot of esprit de corps, and we do concentrate on keeping ourselves in good physical shape."

To prepare for the race these soldiers ran two miles a day, three days a week and a 9.3 mile course, the length of Tulsa's Fun Run, once a week.

Wurman and his six rabbits went beyond the regular training of the runners.

"I've been running about 10 to 12 years, and I try to run four or five miles a day," said Wurman, commander of the II Corps Artillery, 212th Field Artillery Brigade at Ft. Sill.

Wurman, 47, an Oklahoma City native, entered the Tulsa run last year as a private citizen and came in with the first third of the pack.

Private First Class Samuel Hassan, a native of the West Indies, and PFC Michael Menu have had the long distance running necessary to be two of the Army's front runners in this race.

Hassan ran track and cross country in the West Indies and Trinidad. He has also run 90-100 miles a week while training for the Pan American games in the Virgin Islands.

"Since I've been in the service my daily running average has dropped to about 50 miles a week," said Hassan.

Menu ran track and cross country in high school and has much experience at long distance cycling.

Besides cycling and running, Menu takes karate lessons and participated in fencing and gymnastics in college.

First Lieutenant Trent Frederickson and 2LT Thomas O'Donnell, both West Point graduates, also ran ahead of the other soldiers.

Frederickson really just "runs for fun" and says "Frank Shorter, who competed in Tulsa's Fun Run last year, is light years ahead of me."

O'Donnell is said to be the fastest of the six "rabbits".

"I played la cross at West Point and ran in high school," said O'Donnell. "I have never run so much, in training, than here at Ft. Sill."

The two remaining "rabbits" were SGT Donald Kates and SGT Chester Cox.



Colonel James Wurman exchanges congenialities with Frank Shorter, olympian, left. The 212th ran the entire distance in formation to prove to the general public the readiness of today's Army, below.





Recruiter Aid

Recruiters Income Tax Deduction Worksheet

In the last issue of *all VOLUNTEER* we discussed some of the principal tax deductions that may save you money on your 1980 tax return. This article presents a simplified worksheet to help you claim lawful income tax deductions on your 1980 tax return, and on future returns.

Use this worksheet to conveniently keep track of your monthly income, your adjustments to income and your deductible expenses. If used each month, this worksheet will help you accurately report income and properly deduct allowable expenses on your federal income tax return.

Instructions

- To determine total reportable income, list amounts according to the categories listed, add the amounts to arrive at the subtotal sums, then add the subtotal amounts in colums (1), (2), and (3) (example: total income = (1)h + (2)g + (3)f)
- To determine the total amount of expenses deductible from reportable income, list amounts according to the example categories provided in columne (4), add the amounts to arrive at subtotal sums, then add the subtotal amounts in colums (4)a, (4)b, (4)c, (4)d and (4)e.(example: total itemized deductions =(4)a + (4)b + (4)c + (4)d + (4)e).
- With the advice of your legal assistance advisor, this worksheet can easily be modified to match your specific circumstances.
- It is important to remember that expenses reimbursed to you by the government (e.g., US Army) may not be claimed as a tax deductible expense.

A future issue of *all VOLUNTEER* will contain an example illustrating how the recruiters income tax deduction worksheet can be used.

(1) Income	Amount	
a. Army salary	_____	_____
b. Other wages	_____	_____
c. State income tax refund	_____	_____
d. Alimony received	_____	_____
e. Business income	_____	_____
f. Rents received	_____	_____
g. Other income	_____	_____
_____	_____	_____
h. subtotal	_____	_____

(2) Interest Income	Amount	
a. Credit Union	_____	_____
b. _____	_____	_____
c. Savings & Loan	_____	_____
d. _____	_____	_____
e. Bank	_____	_____
f. _____	_____	_____
g. Subtotal	_____	_____

(3) Dividend Income	Amount	
a. Big corporation	_____	_____
b. _____	_____	_____
c. _____	_____	_____
d. _____	_____	_____
e. _____	_____	_____
f. Subtotal	_____	_____

total income ((1) + (2) + (3))

(4) Itemized Deductions	
a. Medical & dental expenses	Amount

Medicine & drugs	_____	_____
Hearing aids	_____	_____
Dentures	_____	_____
Eyeglasses	_____	_____
Transportation	_____	_____
_____	_____	_____
_____	_____	_____
Doctors	_____	_____
Hospital costs	_____	_____
Subtotal	_____	_____

b. Tax Expenses	Amount
State and local income	_____
Real estate	_____
Sales tax	_____
Personal property	_____
other taxes	_____
Subtotal	_____

c. Interest expenses	Amount
Home mortgage	_____
Credit cards	_____
Master Card	_____
Visa	_____
American Express	_____
_____	_____
_____	_____
Charge cards	_____
Gasoline	_____
_____	_____
Bank loans	_____
_____	_____
_____	_____
Department stores	_____
_____	_____
Loan companies	_____
_____	_____
_____	_____
Subtotal	_____

d. Deductible contributions	Amount
------------------------------------	---------------

Church	_____	_____
Synagogue	_____	_____
Mosque	_____	_____
Army Emergency Relief	_____	_____
Combined Federal Campaign	_____	_____
Salvation Army	_____	_____
Disabled American Vets	_____	_____
Boy Scouts	_____	_____
Girl Scouts	_____	_____
_____	_____	_____
_____	_____	_____
Subtotal	_____	_____

e. Miscellaneous expenses	Amount
----------------------------------	---------------

Brass and insignia	_____	_____
Tax preparation	_____	_____
Moving expenses	_____	_____
Safe deposit box	_____	_____
Army times subscription	_____	_____
Job improvement training	_____	_____
Applicant document reproduction	_____	_____
Prospecting telephone calls	_____	_____
Unreimbursed applicant meals	_____	_____
Parking	_____	_____
Tolls	_____	_____
_____	_____	_____
Subtotal	_____	_____

DEERS: Key to medical care

A new way of checking who's entitled to receive military health care services will affect every person in the military community over the next two years. The system will help flush out those abusers who cost the government \$50-60 million in fraud last year.

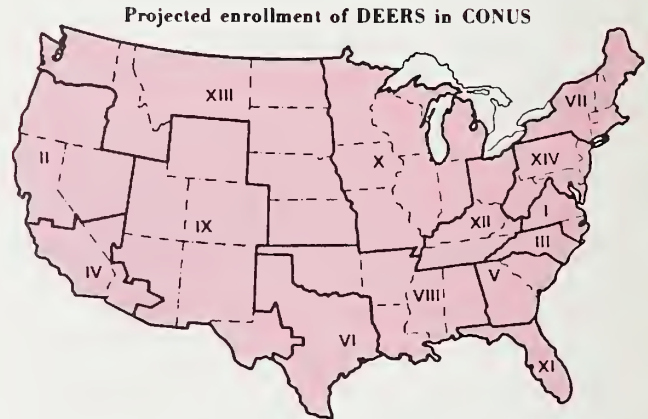
DEERS, the Defense Enrollment Eligibility System, requires all active and retired servicemembers and dependents to register for medical benefits. Active and retired personnel are automatically enrolled, they must enroll all their dependents, regardless of the ages of those dependents.

Under DEERS, when an ID Card holder seeks treatment at a military medical facility, the person's eligibility will be checked by computer. CHAMPUS claims will also be cleared by the DEERS computers.

DEERS began in the Norfolk, VA, area last November. By 1982, officials expect to have all servicemembers and their nine million dependents enrolled in the new system.

Applications and information on enrolling dependents will be at local personnel offices when DEERS enrollment begins in an area. Sponsors must provide an ID Card application, and proof of dependency, such as marriage licenses, birth certificates or adoption papers.

See map for projected enrollment dates in your area. (ARNEWS)



NOVEMBER 1979 - MAY 1980
AUGUST 1980 - DECEMBER 1980
JANUARY 1981 - MAY 1981
JUNE 1981 - SEPTEMBER 1981
OCTOBER 1981 - JANUARY 1982
FEBRUARY 1982 - MAY 1982
JUNE 1982 - SEPTEMBER 1982

PHASE I
PHASES II & III
PHASES IV & V
PHASES VI & VII
PHASES VIII & IX
PHASES X, XI & XII
PHASES XIII & XIV

Check insurance beneficiaries

Who receives your Servicemen's Group Life Insurance if you should die? If you don't know, your \$20,000 policy could end up in the wrong hands, according to DA Adjutant General officials.

Soldiers insured under the SGLI can name either a beneficiary or write the words "By Law" on their insurance forms. When listing a beneficiary, the soldier may select anyone. The person may or may not be a relative.

By writing "By Law" on the form, however, the soldier wills his or her SGLI to the closest relative in this order: spouse, children, parents. If none of these relatives sur-

vives the soldier, the SGLI money goes into the soldier's estate automatically to pay off any existing bills.

Officials report some soldiers may not be aware that "By Law" will not insure other surviving relatives, such as brothers, sisters, aunts and uncles. If a soldier wants to insure one of these family members, that person's name must be written on the policy as the beneficiary.

Updating the SGLI whenever changes occur is important, officials say, because events such as marriages, divorces, re-marriages, deaths and births may affect who receives a soldier's SGLI benefits. (HQDA-AG)

Civilian leave change

Changes were made on military leave policy for civilian employees in the National Guard and Army Reserve effective Oct. 1, 1980 by Public Law 96-431.

The major changes provide for:

The accrual and use of military leave on a fiscal rather

than a calendar year basis;

The carrying-over of not more than 15 days unused leave to a new fiscal year;

The entitlement of part-time career employees to military leave on a prorated basis. (USAREC, CPO)



Re-Update

Leave cash-in policy explained

Recent correspondence received by HQDA indicates that many soldiers reenlisting more than three months prior to ETS are being improperly advised concerning the entitlement to cash-in accrued leave in conjunction with a reenlistment or extension of enlistment. This is important to all soldiers. Mistakes not only damage the credibility of the reenlistment NCO and give the impression the Army does not honor its commitments, but may cause a severe financial hardship for the soldier.

In order to preclude the possibility of giving the soldier inaccurate information on the provisions regarding cashing-in of accrued leave, all reenlistment personnel must remember that:

A. Leave may not be cashed in as a result of any

reenlistment occurring more than three months prior to ETS.

B. Leave may not be cashed in as a result of a second or subsequent extension of enlistment.

C. Subsequent to Feb. 10, 1976 no more than 60 days accrued leave may be cashed in during a soldier's entire career. This will be extremely important in the coming months since there will be many soldiers reenlisting who have already cashed in the entire 60 day entitlement.

The only way to be certain soldiers understand exactly what they are entitled to, is to schedule every reenlistee for an appointment with finance personnel prior to reenlistment. (HQDA, Reenlistment)

Reenlistment reg changes

Interim Change No. 110 is out — it provides guidelines and procedures for involvement of active component reenlistment personnel in support of the reserve component enlistment program. We must insure that all soldiers declining to reenlist in the active Army, who are qualified for enlistment in the National Guard/USAR,

are informed of the benefits of reserve component membership and are encouraged to become part of the total Army team.

Interim Change No. I11 adds/clarifies a nonwaivable disqualification — homosexuality. (HQDA, Reenlistment)

FY 1980 Reenlistment Accomplishments

Congratulations to commanders, NCOs and the reenlistment community for the successful FY 80 reenlistments. More soldiers reenlisted in FY 80 than any

other year since the inception of the volunteer Army. The MACOM results are shown in Figure 1. (HQDA, Reenlistment)

Command	INITIAL TERM			2d OR SUBSEQUENT TERM		
	Objective	Reenlistments	% Ach	Objective	Reenlistments	% Ach
DARCOM	380	350	92.1	1,093	903	82.6
INSCOM	536	404	75.4	843	631	74.9
CIDC	31	36	116.1	140	141	100.7
FORSCOM	16,731	20,022	119.7	18,268	19,531	106.9
HSC	1,061	956	90.1	2,698	2,127	78.8
MTMC	20	16	80.0	64	52	81.3
MDW	157	188	119.7	217	288	132.7
USARJ	19	33	173.7	51	79	154.9
USACC	698	701	100.4	1,868	1,887	101.0
TRADOC	1,591	1,896	119.2	6,378	7,023	110.1
EIGHTH ARMY	869	1,292	148.7	1,192	1,656	138.9
USAREUR	10,964	11,278	102.9	8,867	8,942	100.8
USAREC	36	34	94.4	1,483	1,343	90.6
WESTCOM	877	919	104.8	559	607	108.6
USMA	28	36	128.6	76	101	132.9
SHAPE	83	100	120.5	224	262	117.0
OTH CMDS	264	171	64.8	1,338	886	66.2
TOTAL ARMY	34,345	38,432	111.9	45,359	46,459	102.4



Re-enlistment needs **YOU!**

SGM James D. Hawley
Senior Reenlistment NCO
Department of the Army

The business of reenlistment, conducted in an army composed entirely of volunteers, is an ever changing process. However, since the majority of Reenlistment NCO's throughout the Army have been in the field for less than six years, most of us have never known it to be any other way.

It seems, therefore, that we should stop for a minute and look at this thing called "Reenlistment," to see where we have been, where we are, and what lies ahead.

Just a little more than six years ago the United States entered the age of the "All Volunteer Army." Although we take it for granted now, this was a momentous decision. Never before had any nation attempted to maintain a large, well trained, combat ready force, without some form of conscription.

It has been, and continues to be, a learning experience; one in which we have made mistakes, but also one in which we can be proud of our accomplishments.

It seemed that the secret of success was to simply recruit as many soldiers as we would have drafted; certainly a logical approach. We soon learned, however, that due to the decline in military aged Americans, coupled with an unexpectedly high attrition rate of those who did enlist, recruiting alone could not meet our needs. Reenlistment, then, assumed an increasingly important role in building the modern Army.

We have learned that although the job of the recruiter and reenlistment NCO are different, as recognized by separation of the MOS's in 1978, both are essential, and mutually supporting, in achievement of a common goal.

We have been successful in many respects. In FY80, our commanders achieved over 100 percent of their combined reenlistment objectives, while the recruiting command exceeded both the prior service and non-

prior service recruiting objectives. More than 82,000 soldiers reenlisted, the largest number since the volunteer Army began. And, more than 50 percent of the eligible first term soldiers reenlisted, the highest percentage ever achieved.

Even with this high degree of success, we have not solved all our problems. Specifically;

We have enough NCO's but they are not in the right specialties. We are achieving the strength, now we must work on filling by specialty, with particular emphasis on overcoming current shortages in combat arms and intelligence.

Mid-range NCO separations are still much too high. We have met our career reenlistment goals by reenlisting large numbers of older, more senior, NCO's. As these soldiers retire, the NCO corps will face severe personnel shortages.

Large numbers of "out-of-the-window" reenlistments show that we are not placing enough emphasis on reenlisting soldiers nearing separation.

We are having major problems keeping soldiers in the Space Imbalance MOS (SIMOS). SIMOSs are those where more than 55 percent of the duty positions are in oversea commands. Soldiers in these MOSs have extremely short tours in CONUS between overseas assignments.

Possibly more vital to our total Army strength, are the current personnel shortages in the Reserve Components. From the beginning, a strong reserve force has been essential to the success of the volunteer Army. This concept has never changed and is currently an area where reenlistment NCO's have an unprecedented opportunity to help the Army.

Where there are problems, there must be solutions. Some problems can be solved by actions and policy changes at the Army level. Others can best be solved at the unit level, by working with our soldiers. But most must be solved through the joint effort of enlightened Army policy changes and the efforts of everyone who makes Army policy work, especially at the unit level.

The implementation of the three part reenlistment objective was designed to set goals and allow commanders to monitor their success, or lack thereof, in retaining mid-range NCO's. Management by objective is not, in itself, a solution to the Army's problems. However, when used in conjunction with other incentives, the new objective system will be effective.

Reenlistment credits are now given only for reenlistments occurring "in-the-window". By focusing attention on these reenlistments, we are better able to man the Army, keeping more soldiers in for longer periods of time.

Reenlistment bonuses are being used not only to reenlist more soldiers, but to keep them in skills where they are needed. Increases in Zone B bonuses are specifically designed to assist in mid-range career NCO retention in shortage specialties. Future bonus increases will be used to further emphasize retention in these areas.

Recent increases in authorizations will provide more reenlistment NCO's to work with the soldiers.

Expansion of the CONUS-to-CONUS Reenlistment Option to selected E-5s and E-6s will assist in retention of our top quality NCO's in CONUS without disadvantage to NCO's overseas.

Increased educational incentives have been proposed at HQDA. In keeping with current Army policy, the emphasis of these incentives is on benefits for the career soldier, as well as for the first term.

There are several possible solutions to the SIMOS problem. The most cost effective is to encourage soldiers to voluntarily extend their tours in overseas areas, thus increasing CONUS turn-around time. In the future, it is likely that new types of monetary benefits and other incentives will be available to those who voluntarily extend.

Commanders at all levels must become even more actively involved in the retention programs. The emphasis which, in the past, has been placed on the reenlistment of first term soldiers, must now be applied equally to all soldiers, first term and career,

active and reserve.

We must be more diligent in interviewing all soldiers. Surveys indicate that approximately 37 percent of all soldiers are never interviewed about reenlistment. As hard as it is to admit it, in many units just enough soldiers are interviewed to make our objective, plus 10 or 20 percent, then no more.

Every soldier on active duty, especially commanders, unit reenlistment NCO's, and primary duty reenlistment NCO's (PMOS 79D), must actively support the In-Service Recruiter (ISR).

Qualified soldiers who do not immediately reenlist in the active Army must be aware of the benefits of membership in the National Guard and Army Reserve. To support this mission, the program of instruction presented by the Mobile Retention Training Team (MRTT) is being revised to provide reserve component information to unit level reenlistment personnel. In addition, copies of the National Guard and Army Reserve Soldiers' Almanacs, along with other reference materials, will be distributed to units throughout the Army.

To provide the finest possible training for reenlistment NCOs, the resident course (PMOS 79D) at Fort Benjamin Harrison is being revised and on reserve component activities as well as improved training in active component reenlistment operations.

The coming months and years will be a time of excitement and challenge for those of us in reenlistment. We will be excited as we see the reenlistment program increase in importance and assume its rightful place as a vital element in the all volunteer Army. We will face our greatest challenges as we strive to reenlist ever increasing numbers of qualified soldiers while broadening our horizons to include focus on shortage specialties and skill levels, and increased support of the reserve components.

It will require the best from each of us, reenlistment NCO, recruiter, and ISR, working together, if we are to satisfy our commanders, man the Army, and meet the challenge of the eighties.





'On To Berlin' A general's story

GAVIN, James N. (GEN). *On To Berlin*. Bantam Books, Inc., New York, 1979. \$2.95, 376 pages (paperback)

"The world was at war in the early 1940s." The wartime commander of the 82nd Airborne Division, General "Jumpin' Jim" Gavin, thus begins his travel commentary of the European theaters of World War II. Using previous research (e.g., Cornelius Ryan), primary source documents (e.g., mes-

sage traffic between Roosevelt and Churchill), easily understood maps, and an amiable narrative style, he lays out many of the episodes he saw, people he knew, and some small and great actions in which he participated — actions which went into the fabric that was World War II. Along the way, General Gavin treats the reader to his insights into some of the principle actors of the drama — Eisenhower (whose judgement he questions), Patton (whom he believes was a great tactical planner), Churchill (whom he finds slightly pompous), Montgomery (whom he considers resource hungry) and others.

Most of the battles in which the 82nd Airborne Division forged its reputation have long since been fought and refought in the historian's macroscopic and microscopic view. In that respect *On To Berlin* adds little to the total store of knowledge concerning war in the European theater. The book does, however, relate how one commander in one place at one time

acted upon the orders received, and reacted to the rapidly changing face of battle. General Gavin shows himself as a daringly conservative tactician whose twin strong suits are exploiting the situation and leadership ("There can be no question that the place for the general in battle is where he can see the battle and get the odor of it in his nostrils."). He was a resourceful and able commander who helped create the continuing legend of the 82nd Airborne Division.

On To Berlin has little value to recruiting as a sales science. It does, however, lend itself to understanding soldiers' pride in general and the airborne soldier's pride in particular. As a recounting of history and some soldiers part in that history, *On To Berlin* should help the soldiers of the present walk slightly taller. Bantam Books captures that spirit by stating on the cover, "This is the heroic saga of the 82nd Airborne Division." It is, and fulfills that function. For that reason alone, it should be read.

USAREC Reenlistment

Western Region led the USAREC outstanding reenlistment accomplishments during November. Under the new three-part category system, the overall accomplishments for USAREC were: Career, 104 percent; Mid-term, 237 percent; and First-term 100 percent. Region accomplishments are below. (USAREC, Reenlistment)

USAREC REENLISTMENTS NOVEMBER 1980

CAREER

	OBJ	ACH	PCT
NERRC	19	21	110.5
SERRC	20	21	105.0
SWRRC	10	6	66.6
MWRRC	9	9	100.0
WRRC	7	8	114.2

MID-TERM

	OBJ	ACH	PCT
NERRC	4	6	150.0
SERRC	3	9	300.0
SWRRC	9	14	155.5
MWRRC	6	11	183.3
WRRC	3	20	666.6

FIRST-TERM

	OBJ	ACH	PCT
NERRC	1	1	100.0
SERRC	0	1	1,000.0
SWRRC	0	0	000.0
MWRRC	1	0	000.0
WRRC	1	1	100.0

Back to the basics

HOLMES, Burnham. *Basic Training: A Portrait of Today's Army*. Four Winds Press; New York, 1979. 121 pages \$7.95 (hardcover)

Mr. Holmes, a former Army officer, has put together an accurate and sympathetic account of Army basic training — a view well supported by superb photographs by Mr. Dick Frank. In many ways, reading this book is a lot like watching "Standing Tall, Looking Good" (a film about basic training.) The narrative joins together the essential elements of Basic Training — from the arrival of frightened and confused recruits, through the rigors and hardships of

being "Trainee" to God and everyone else, to the satisfaction of becoming a soldier. The whole experience is there, both as an "amplified Program of Instruction" and as a commentary on Army training. For soldiers who have been through basic training, reading *Basic Training* is much like looking through an old yearbook. For young men and women who have not been through basic training, reading Mr. Holmes narrative and examining Mr. Frank's photographs are much like looking in a mirror of one of their possible futures. It is honest, frank, and somehow exciting.

Captain Douglas A. Martz is the USAREC Professional Development officer.

MAC flys where you want to go

*by Bob Hunt
Ft. Richie PAO*

"Hey MAC, fly me to Bermuda, or Germany, Italy, Greece, England, Spain, Iceland, Hawaii, the Philippines, Samoa, Japan, Australia, or New Zealand."

MAC is the Military Airlift Command and he's willing to take active duty or retired military on overseas vacations if he has space available.

Here's how it works.

MAC routinely makes passenger and cargo flights to military bases around the world. Sometimes there are extra seats on these flights which MAC then offers to space available passengers.

But these space available seats are awarded by priority. Military, dependents, DOD civilians and others authorized leave for family emergencies are considered Category One for space available seats.

Active duty military and dependents on leave and military patients on convalescent leave come under Category Two. However, travel is restricted to dependents of military members in grade E-4 with more than two years service, or in a higher grade.

Retired military and dependents on vacation may also use MAC space availability, but these travelers have the lowest priority (Category Four). Retirees must also sign a flight certificate stating the travel is not for personal gain or connected with any business venture.

The greatest problem confronting space available travelers is time. Depending on the destination, the port of embarkation and the mode of transportation, travelers may wait hours, days or weeks for seats.

For instance, MAC schedules daily flights to Germany and Japan while flights to Bermuda or New Zealand may be scheduled weekly or not scheduled at all. Not making a flight to Germany may mean waiting until tomorrow. Not making a flight to Bermuda may mean waiting until next week.

It's also important to know which MAC port embarkation may provide the best or fastest means of getting a flight to any particular location. There are three major MAC sites on the East Coast making flights to European locations: Charleston AFB, SC; Dover AFB, DE; and McGuire AFB, NJ. Charleston and McGuire handle most passenger flights while Dover is used primarily for cargo missions. McGuire may have flights to England and Charleston may not. Avoid problems — find out ahead of time.

Knowing requirements on which mode of transportation is used is also valuable. For instance, GIs traveling alone may take "hops" on cargo planes. If depen-

dents go along, a passenger jet must be used.

If time is the greatest problem in flying space available, saving money is the greatest advantage. According to 1LT Sam Morfia, an experienced space available traveler, MAC now charges \$10 a person for overseas flights (each way). There may also be an additional \$3 charge for taking a passenger flight. But this is peanuts compared to the hundreds of dollars charged by commercial airlines.

Morfia, who flew space available to Germany and Australia in 1979, advises travelers to make several necessary preparations before starting a trip. Once a destination has been determined and leave has been approved, check with a post transportation official to find out if a passport or visa is required. Will shot records need to be updated? Renting a car on arrival? Get an international drivers license. Plan on carrying enough money to cover extra expenses in cases of flight delays or unexpected "bumps." Know where to call in case an immediate leave extension is needed.

Once preparations have been completed, start packing. But remember, baggage is limited to 66 pounds.

Now go to the appropriate MAC site and find long term parking. Report to the Space A counter and request to be placed on the register. Travelers may register for five different destinations. Be flexible.

The register determines who gets space available seats on a "first come, first serve" basis. Be prepared to present a military ID and leave authorization. Wear Class A's unless the leave paper specifically states permission to travel in civilian clothes.

When signing the register, look for the "Scheduled Flights" board. This tells departure times for all flights. Make note of pertinent departures and settle in for the wait.

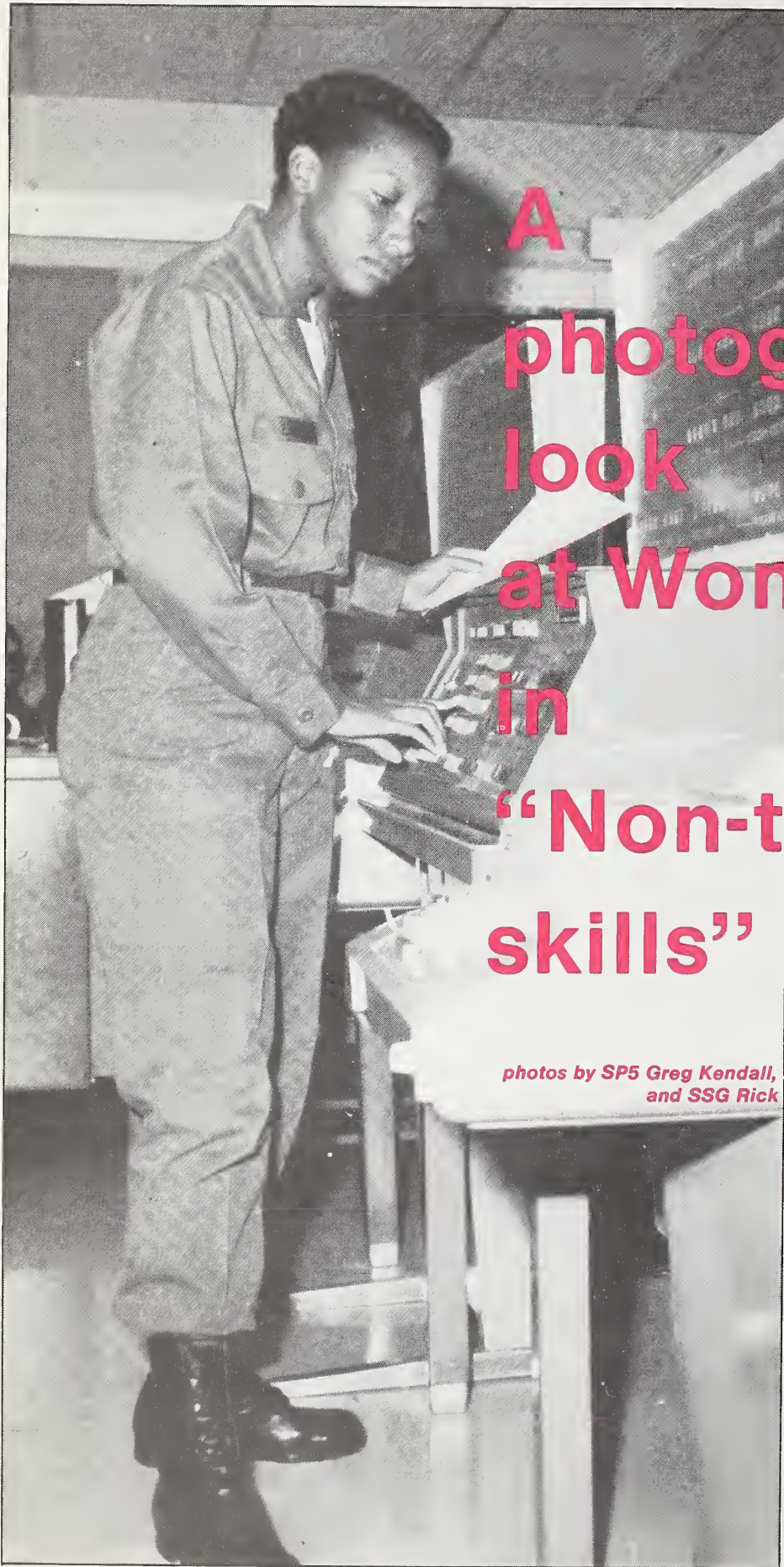
MAC officials will give a roll call for Space A travelers approximately ninety minutes before each departure. Miss the roll call and you will be dropped from the register. People may reregister, but their names go on the bottom of the list.

Travelers aren't required to wait in the terminal, but sometimes close proximity pays off. Every now and then an unscheduled flight will come in and, if space is available, MAC will ask if anyone wants to take it. Missing an unscheduled flight will not cause anyone to be dropped from the register, but it is opportunity lost.

Sooner or later the persistent traveler will make it to the top of the register and he will be on his merry way. But don't forget to allow enough time to return.

Happy trails!

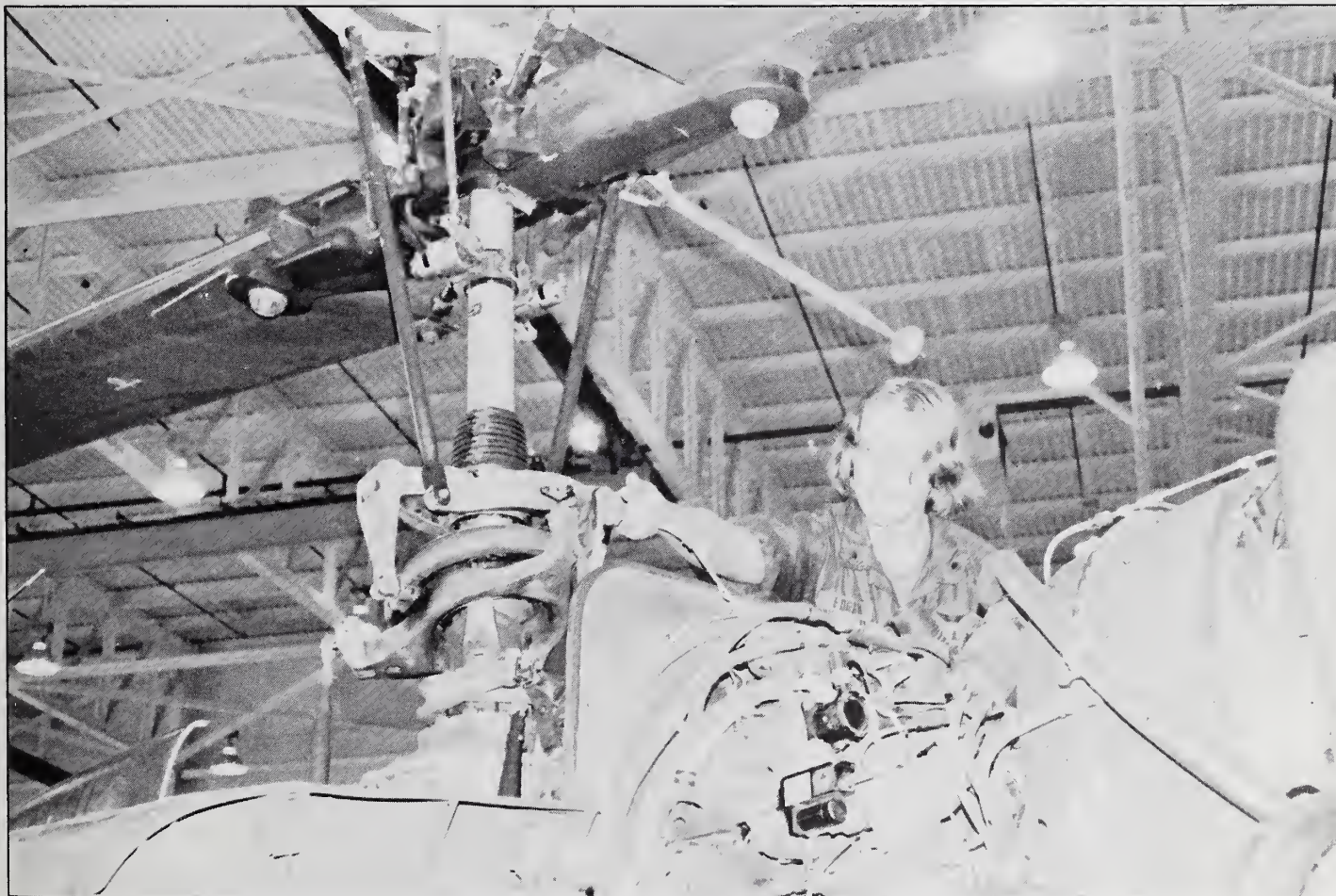




**A
photographic
look
at Women
in
“Non-traditional
skills”**

*photos by SP5 Greg Kendall, SP5 Ray Rowden, Redstone Arsenal, AL,
and SSG Rick Hayeland, Nashville DRC*

In the photo on Pg 34 PVT Ethel Lanier practices computer training techniques on a trainer. PVT Lanier is learning to repair the Improved Hawk Missile System. In the photo at right PFC Debra Miller readies her 2½ ton truck for her daily truck driving job. Below SP4 Cathleen Crepinsek works on a UH-1H to keep it flight ready. On the back cover PFC Angelika Clemens prepares to lower the stabilizing legs of a towed missile launcher. Originally training in the repair of TOW and Dragon anti-armor systems, Clemens was selected for additional training in the land Combat Support System, the electronic “heart” of the Lance, Shillelagh, TOW and Dragon systems.



Women In Non-Traditional Roles

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